



Poor combat leadership and discipline in the beginning

Veterans of earlier wars stood out in the shock of battle and confusion of retreat

Much of the fighting took the form of small unit combat action

NCOs recognized as leaders even more so than in previous wars

L233/Mar 06/Figure-9



OPERATIONS JUST CAUSE AND DESERT STORM FACTORS FOR SUCCESS:

Soldier's trust in NCOs

Realistic training

Pre-deployment checks

Training Assessment

Rehearsals

Checking standards

Battle drills

Family support

Trust between Commanders and Senior NCOs

NCO combat vets

Enforced discipline

L233/May 05/Figure-11



- 1993 bombing of the World Trade Center in NYC
- 1995 bombing of the Alfred P. Murrah Building in OK
- 1996 bombing of the Khobar Towers in Saudi Arabia
- 1998 bombings of U.S. Embassies in Africa
- 2000 bombing of the USS Cole in Yemen
- 2001 Pentagon and World Trade Center attacks

L233/Mar 06/Figure-12



"Continuing a Proud Tradition...."

- Dedicated professionals
- Taking pride in critical roles
- Trusting fellow soldiers
- Taking care of each other
- Best trained in the world

L233/Mar 06/Figure-13

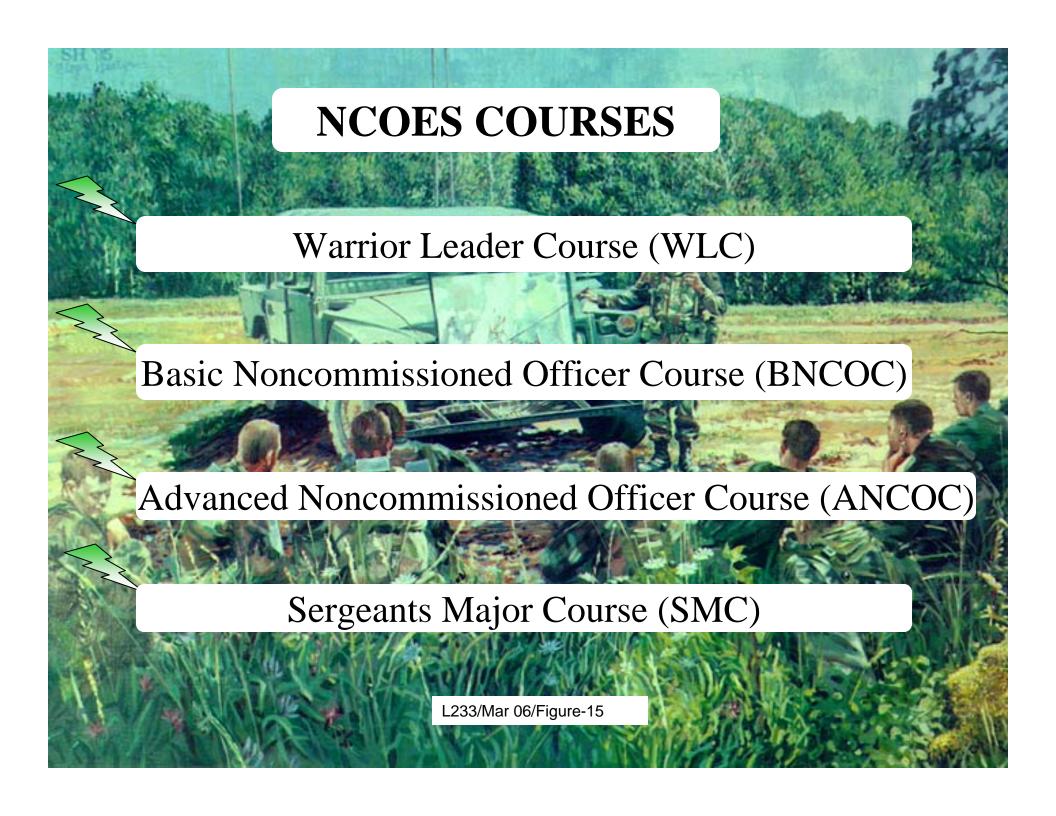
NCOES

1971, NCOES implemented

1975, Enlisted Personnel Management System introduced

1980, Noncommissioned Officer Development Program introduced

1986, The Primary Leadership Development Course became the first NCOES course as a prerequisite for promotion





CURRENT NCO RANK STRUCTURE



Sergeant Major of the Army E-9



Command
Sergeant
Major
E-9



Sergeant Major E-9



First Sergeant E-8



Master Sergeant E-8



Staff
Sergeant
E-6

Sergeant E-5

Corporal E-4

L233/May 05/Figure-17